

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

APRIL 15, 2019

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on April 15, 2019 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Nykolaj Kuryluk, Chair
Mohan Matthen, Vice-Chair
Ulli Krull, Vice-President & Principal
Saher Fazilat, Chief Administrative Officer
Arjan Banerjee
Hassaan Basit
Melinda Ann Callahan
Dario Di Censo
Ivana Di Millo
Shelley Hawrychuk
Joseph Leydon
Teresa Lobalsamo
Jay Nirula
Lisa Petrelli
Steven Short
Kayla Sousa
Maya Tomkiewicz

Ziyaad Vahed
*Douglas Varty
Samra Zafar

Regrets:
Amrita Daniere, Vice-Principal, Academic
& Dean
Usman Chadhar
Robert Gerlai
Simon Gilmartin
Laura Taylor

**Participated by teleconference*

In Attendance:

Cheryl Regehr, Vice-President & Provost
Sandy Welsh, Vice-Provost, Students
Trevor Rodgers, Assistant Vice-President, Planning & Budget
Vicky Jezierski, Director, Hospitality & Retail Operations
Chad Nuttall
Mark Overton, Dean, Student Affairs
Jessica Silver, Director, Student Engagement, Centre for Student Engagement
Jane Stirling, Executive Director, Communications

Secretariat:

Cindy Ferencz Hammond, Assistant Secretary of the Governing Council
Alexandra Di Blasio, Governance Coordinator, UTM

The meeting began *in camera*.

1. Appointments: 2019-20 Community Members of the University of Toronto Mississauga Campus Council+ (for approval)

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT Sultan Akif, Imre Gams and Jay Nirula be appointed to the University of Toronto Mississauga Campus Council, as recommended by the Nominating Committee, and as specified in the documentation dated April 8, 2019, for terms of three years, effective July 1, 2019.

The Council moved into open session.

2. Chair's Remarks

The Chair welcomed members and guests to the meeting and announced the appointment of Mr. Akif and Mr. Gams to the UTM Campus Council in the community estate, as well as the re-appointment of Mr. Nirula. The Chair thanked the Nominating Committee for recommending community members that had a demonstrated commitment to UTM.

The Chair advised members that there would be a call for nominations for a member of each estate to serve on the Agenda Committee for 2019-20, and encouraged continuing members to put their names forward for consideration. The Chair also informed Council that the results of the elections for the UTM Campus Council in the student estate had been announced on April 11, 2019. He congratulated the successful candidates and thanked all who participated in the elections.

3. The Library in Support of the Academic Plan

The Chair invited Ms Shelley Hawrychuk, Chief Librarian, to present¹. The presentation provided an overview of library resources and services, discussed current projects and future initiatives and detailed how the library's strategic plan had been closely aligned with UTM's academic plan. Ms Hawrychuk noted that the UTM Library was the busiest library at the University in terms of service to both students and faculty. The library provided many services and resources that supported undergraduate education, which included the implementation of Quercus (UofT Learning Management System) and Research Opportunity Program (ROP) programming support. In terms of graduate and faculty support, a recent reorganization restructured pre-existing library services, which had previously been offered on an ad-hoc basis, and organized them under new units. Additional research services were added, such as copyright, systematic reviews, and scholarly communication. Further efforts to support research included the expansion and digitization of special collections. Ms Hawrychuk noted that a digital scholarship librarian had been hired that would proactively connect with faculty to assist with scholarly research support.

In terms of projects, the library housed a collection of historical documents, which included the Abualy Manuscripts, the origins of which dated back to 1800s Eastern Africa. Ms Hawrychuk further stated that an Audio Video Studio was under development. The project would open for faculty and staff use as a videotaping and editing space in September 2019, and would be

¹ A copy of the presentation is attached as Attachment A.

available for student use thereafter. The Library additionally offered co-curricular record programs, such as Library 101, a coding initiative for undergraduate students, and Library 501, a research program for graduate students. Ms Hawrychuk additionally noted that the first annual Researcher Professional Development Day would be offered in conjunction with the Office of the Vice-Principal Research in late April.

In response to a member's question, Ms Hawrychuk indicated that there was a high level of student engagement in co-curricular record programs, specifically the Basic Information Literacy course.

4. Report of the Vice-President & Principal

Professor Krull began his report with an update on the Boundless Campaign results, which raised a total of \$2,641,331,307. UTM had met its fundraising target and investments included the Centre for South Asian Civilizations, the Terrence Donnelly Health Sciences Complex, the Innovation Complex, the New North building, and the Centre for Medicinal Chemistry.

Professor Krull then discussed the Arts Culture Technology (ACT) building proposal, in which academic departments had identified their needs and aspirations for the space, and which thus far collectively exceeded the available space and budget. Analysis of these wish lists was underway to identify areas of overlapping interests so that shared space could be developed.

Next, Professor Krull discussed the renewal of the Campus Master Plan, which occurred on a 10-year basis. The Master Plan update would occur earlier than required due to environmental factors, such as the shifting boundary of the flood plane, which encroached further onto campus, as well as the extensive construction that had occurred since 2011.

Professor Krull discussed the sustainability components of the *Academic Plan* in which he noted four areas of action. First, new undergraduate programs and certificates would be created, which would expand opportunities for student engagement in sustainability education. Next, research seed funding would be established and UTM would serve as a pilot site for sustainability research, which would include energy programs and greenrooms. The research would involve undergraduate work integrated learning and experiential learning opportunities. Thirdly, UTM would register with the Association of the Advancement of Sustainability in Higher Education (AASHE), an organization that assisted post-secondary institutions to incorporate sustainable practices in all aspects of their operations. Professor Krull noted the Science Building as an opportunity that would advance sustainability on campus, since it was designed to be the most energy conservative building for laboratory construction in North America. The final area of action involved the establishment of a leadership group or taskforce that would bridge the academic and non-academic sustainability components of the *Academic Plan*.

Professor Krull then addressed the Student Choice Initiative, in which students would have the ability to opt-out of fees for services that had been identified as non-essential by the Provincial Government. The purpose of the initiative was to ensure transparency with respect to non-tuition fees, ensure consistency and simplicity in the opt-out process, and allow students to exercise

judgement with respect to the services and activities they supported. Professor Krull noted that the University of Toronto Mississauga Students' Union (UTMSU) was largely funded by services in the non-essential category, and indicated that the administration would work with UTMSU to identify how assistance could be offered to continue certain activities through other administrative areas. He emphasized the importance of students' comprehension of the scope of services and activities offered within each service identified as non-essential to assist with informed decision-making.

Professor Krull discussed the Provincial Budget, and noted that the Province announced changes to the strategic mandate agreements (SMAs) with 45 publicly funded colleges and universities that more closely tie provincial funding to performance-oriented outcomes. The new measures, to be implemented when the current SMA expired in 2020, would tie 25 per cent of funding to performance outcomes in their first year, and then increase over three years to 60 per cent in 2024-2025. The number of metrics would be reduced from 28 to 10, and would focus on areas of economic wealth creation, job opportunities and economic support, such as graduation rates, graduate salaries, the ability to obtain employment related to one's field of study and experiential learning opportunities. The level of funding received by institutions would be dependent on performance. Other notable areas included the consideration of a provincial intellectual property framework, which would maximize commercial opportunities in post-secondary education, as well as funding of mental health supports separate from academic institutions.

Professor Krull provided an update on health and wellbeing efforts at UTM. He stated that the Health and Counselling Centre (HCC) dealt with two primary populations of students around mental health: those who need short-term interventions to cope with stress and anxiety more common among students, and those experiencing longer-term and more significant mental illness. He noted that the urgency and duration of some complex cases, paired with limited access to community-based specialized care, can delay serving those who would benefit from short-term care. The HCC would add capacity to include psychiatrists, psychologists, physicians and nurses, for complex care to ultimately ease access for both populations. Additionally, the campus would launch an advising pilot project in the summer through the Office of the Registrar, which would identify students with academic program 'misalignment' and pursue peer and personalized advising outreach to assist with academic planning.

In response to a member's question, Professor Krull stated that the University could not commit to subsidizing funding for non-essential services. Professor Sandy Welsh, Vice-Provost, Students, stated that her office would meet with all 45 student societies across the University to assist with their understandings of the Student Choice Initiative. Furthermore, a module was under design that would provide brief descriptions of each service area with links to further information to enhance students' understandings of the importance of services offered.

A member referenced the mental wellbeing advisory pilot project and asked if there would be opportunities for staff involvement. Professor Krull stated that training opportunities would be made available for staff. He additionally noted the creation of the Presidential and Provostial Task Force on Student Mental Health, and stated that UTM would align with the goals and directions of the Task Force once they were announced.

In response to a member's comment about the effect funding cuts to student groups may have on student life, Professor Krull stated that there were many recognized student clubs and academic societies on campus that were provided with funding and that those would remain as sources of involvement for students.

5. UTM Campus Operating Budget – Allocation of Funds

The Chair invited Professor Cheryl Regehr, Vice-President & Provost, and Mr. Trevor Rodgers, Assistant Vice-President, Planning & Budget, to present². The presentation provided an overview of the 2019-20 balanced budget, at \$2.77 billion, and discussed University revenues, expenses, enrolment trends and priorities.

Revenue Projections

- Revenue growth rates in the 5-year budget plan projected an average growth rate of 3.5%, however, there was a large variance between divisional rates, which ranged from -9% to +18%. UTM's revenue growth rate was just under 10%.
- The 5-year projection of sources of revenue showed an increase in revenue from international tuition, from 34% in 2019-20 to 38% in 2023-24; a decrease in revenue from operating grants, from 24% in 2019-20 to 21% in 2023-24; and domestic tuition would remain static at 21%.
- The incoming provincial tuition fee framework, which would impose a 10% cut to domestic tuition 2019-20 and freeze the value until 2020-21, would result in a \$65 million revenue loss for UofT as a whole over that timeframe.
- The Four Corners Strategy was designed as a means to generate revenue through real estate holdings. It was estimated that the strategy would create \$50 million new revenue per year by 2023.

Expenditures

- Compensation continued to encompass a large portion of the budget, estimated at \$1.74 billion for 2019-20, which was a \$98 million increase from 2018-19. Compensation was broken down into the following categories: academic compensation estimated at \$905 million; staff compensation estimated at \$720 million; and pension special payments estimated at \$117 million.

Enrolment Trends

- The 2019-20 enrolment plan at UTM projected an undergraduate population mix of 69.3% domestic and 30.7% international students.
- The UTM campus exceeded 2018-19 intake levels by a surplus of 0.3% domestic enrolment and by 8.7% in international enrolment.
- While the University planned to decrease domestic enrolment by approximately 2% by 2023-24, the rate of domestic enrolment at UTM would remain static.
- The University planned to increase international enrolment to 25.6% in 2023-24, from 24.8% in 2018-19.

² A copy of the presentation is attached as Attachment B.

- Fall 2018 international enrolment trends by geographic region showed that 65% of international intake was from China, with the second highest region of intake being Asia Pacific/Other at 12%.

Student Aid

- In 2017-18, undergraduate OSAP participation was at 62% for the University as a whole, which included 65% at UTM; 55% at St. George; and 77% at UTSC, totalling 29,323 students
- The Provincial Government would make changes to OSAP eligibility and structure, which included the income threshold qualification (expected to be less than \$140,000), the length of time one would be considered a dependent student (6 years after leaving high school), parental contribution amounts returning to 2017-18 amounts and that the 6-month grace period would no longer be interest free.
- The University would continue its commitment to financial aid, however, it was noted that, as a result of OSAP changes, fewer students would qualify for OSAP and therefore fewer students would be using University of Toronto Advanced Planning for Students (UTAPS) funding.

University Fund and Strategic Priorities

- The 2019-20 University Fund (UF) totalled \$17 million. Priority areas of funding included equity, diversity, student spaces and research support.
- The UF was dispersed among the following portfolios:
 - \$7.1 million was allocated to structural budget support
 - \$750 thousand was allocated to First Nations house space support
 - \$1.5 million was allocated to Diversity Hiring Fund
 - \$750 thousand was allocated to Nursing SIM Labs renovation
 - \$4 million was allocated to student space enhancement
 - \$2.75 million was allocated to research support

Priority Areas of Investment

- With respect to strategic priorities for academic divisions, \$6.7 million from operating reserves would support international and work integrated learning, as well as programming, hiring and exchange opportunities for Indigenous initiatives and student support;
- Other areas of investment in the academic divisions included new degrees, student financial aid, outbound exchange bursaries, new faculty hires and diversification of the international student population through new programming and support services;
- In terms of shared services, priority areas of investment included staff hiring for future fundraising campaigns, enrolment services staffing, the new talent management strategy, and tri-campus teaching-level support;
- The 5-year projection for capital projects and planned investments included 23 academic capital projects at \$1.2 billion, and 9 Four Corners capital projects at \$840 million.

Risk

- Identified need to diversify source regions of international student intake; significant investments were made to improve enrolment rates from geographic regions that were not well-represented among the international student population.
- In terms of the pension plan deficit, the solvency discount rate was sensitive to interest rates, which could have a significant impact on the future value of the solvency deficit, and in turn, on future financial plans.
- Comparisons between the weighted average increases in revenue and expense at steady state demonstrated a total annual gap of 1.1% by which expense growth exceeded revenue growth in steady state.
- The 2019-20 operating reserve would be \$1 billion (included future capital), which accounted for 37% of the budget.

During the discussion, Professor Regehr stated that UofT had always invested more funding in student aid than was required by the Provincial Government, and noted that revenue from tuition was utilized to provide this high level of student aid. The 10% cut to domestic tuition meant that less money was available to compensate for the reduction in OSAP, but since less students would qualify for OSAP amidst the changes, fewer students would use University of Toronto Advanced Planning for Students (UTAPS) funding.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 – Report of the Previous meeting, be approved.

6. Report on UTM Capital Projects – as at February 28, 2019**7. Reports for Information**

- a. Report 35 of the Agenda Committee (April 3, 2019)
- b. Report 34 of the Campus Affairs Committee (March 27, 2019)
- c. Report 31 of the Academic Affairs Committee (March 28, 2019)

8. Report of the Previous Meeting: Report 34 of the UTM Campus Council, March 5, 2019

Report number 34, dated March 5, 2019, was approved.

9. Business Arising from the Report of the Previous Meeting**10. Date of the Next Meeting – Monday, May 27, 2019 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Monday, May 27, at 4:10 p.m. in the Council Chamber, William G. Davis Building.

11. Question Period

There were no questions.

12. Other Business

There was no other business.

The meeting adjourned at 5:59 p.m.

Secretary
April 30, 2019

Chair



UTM Library

Campus Council, 2019

SHELLEY HAWRYCHUK

APRIL 15TH, 2019



Agenda

- Academic Plan
- Planning
 - Projects
 - Programming



Undergraduate Support

“Inspire student success by supporting a rigorous and innovative academic environment”

- Reputation
- Liaison model: instruction, collections, reference/research consultations
- Service numbers
- ROPs



Graduate/Faculty Support

“Demonstrate that UTM is a home for world-class research”

Organizational Change

- **Research Services:**
 - Copyright; Metrics; GIS/Data; Systematic Reviews; Scholarly Communication



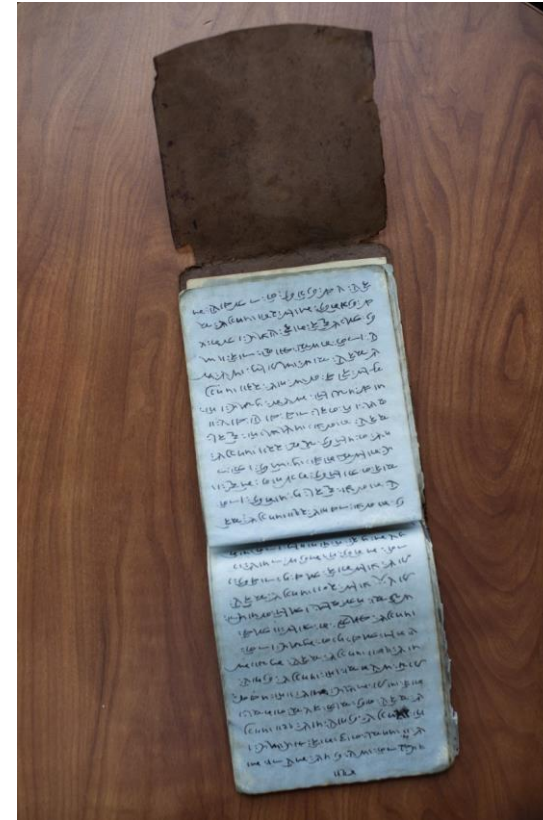
Graduate/Faculty Support

“Demonstrate that UTM is a home for world-class research”

Organizational Change, cont'd

- **Digital Scholarship:**
 - Special Collections; Digitization; Digital Humanities liaison

Planning Projects Digital Scholarship



Abualy Manuscripts – Arabic and Khojki script

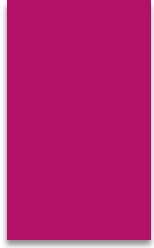
Projects

Paz Photograph Collection

United Fruit Company internal memos

P. Bourgois, UCLA – Field notes





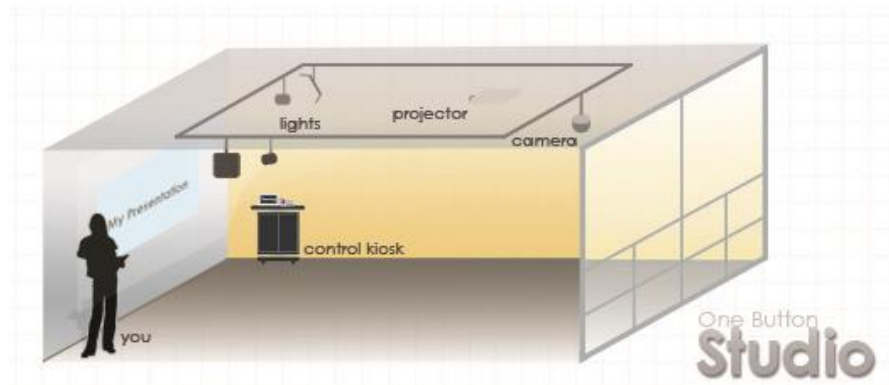
Projects

Audio Video Studio

What is the One Button Studio?

The One Button Studio is a simplified video recording setup that can be used without any previous video production experience. The design of the studio allows you to create high-quality and polished video projects without having to know anything about lights and cameras.

You only need to bring your flash drive with you and push a single button.





Planning

Programming

- Researcher Professional Development Day/Celebration of Books
 - ORCID; RDM; Open Access
- Coding initiative
- Library 101 and Library 501



Mitacs



OFFICE OF THE V.P., RESEARCH AND HAZEL MCCALLION ACADEMIC LEARNING CENTRE PRESENTS
THE INAUGURAL



RESEARCH PROFESSIONAL DEVELOPMENT DAY & CELEBRATION OF BOOKS

KNOWLEDGE, ACTION,
INFORMATION & CELEBRATION

APRIL 23, 2019
11 AM TO 2:45 PM (PD DAY)
3 PM TO 5 PM (CELEBRATION OF BOOKS)

Grand Hall, New North Building
Register at <https://uoft.me/4Ej>



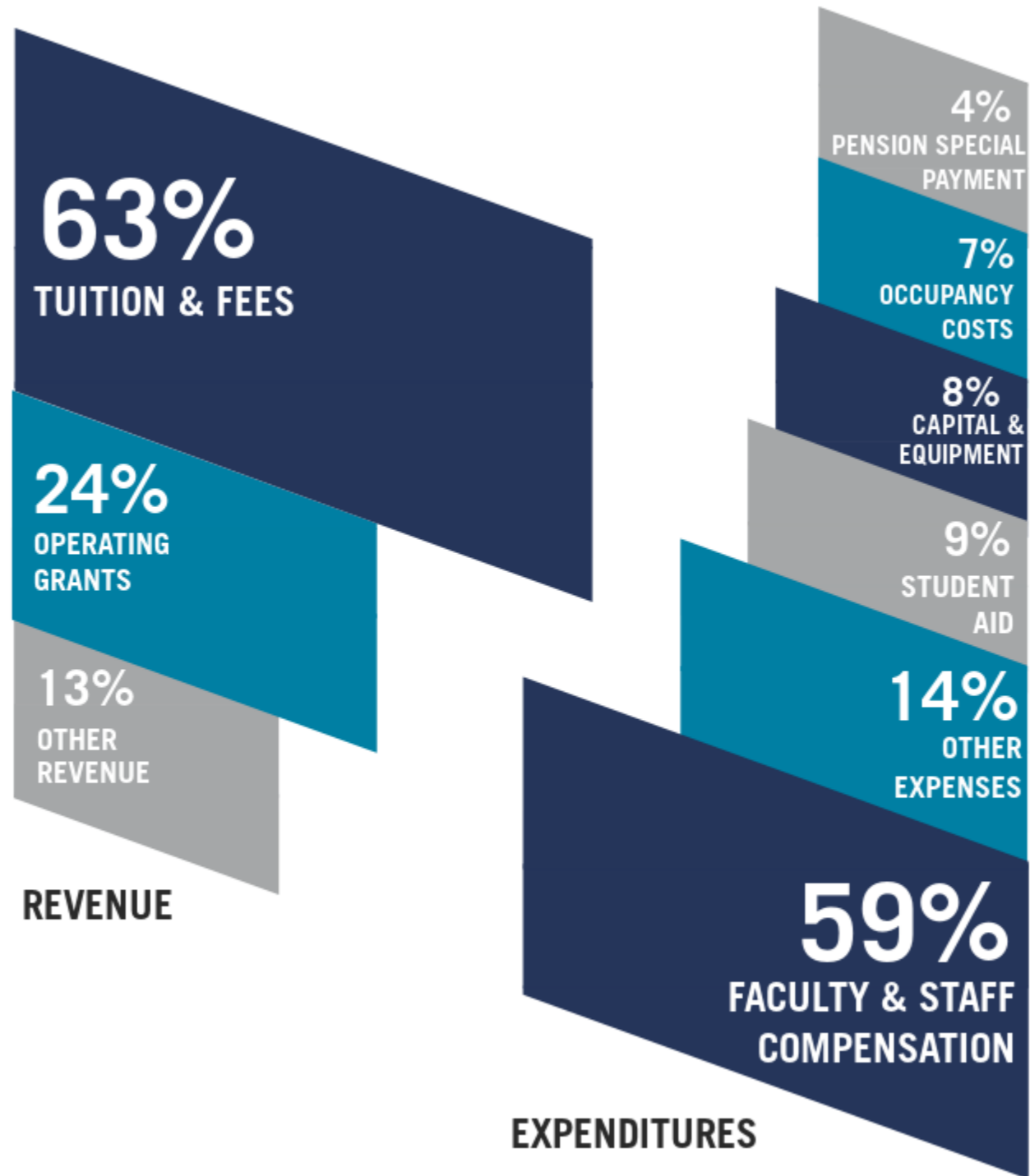
Budget Overview



2019-20

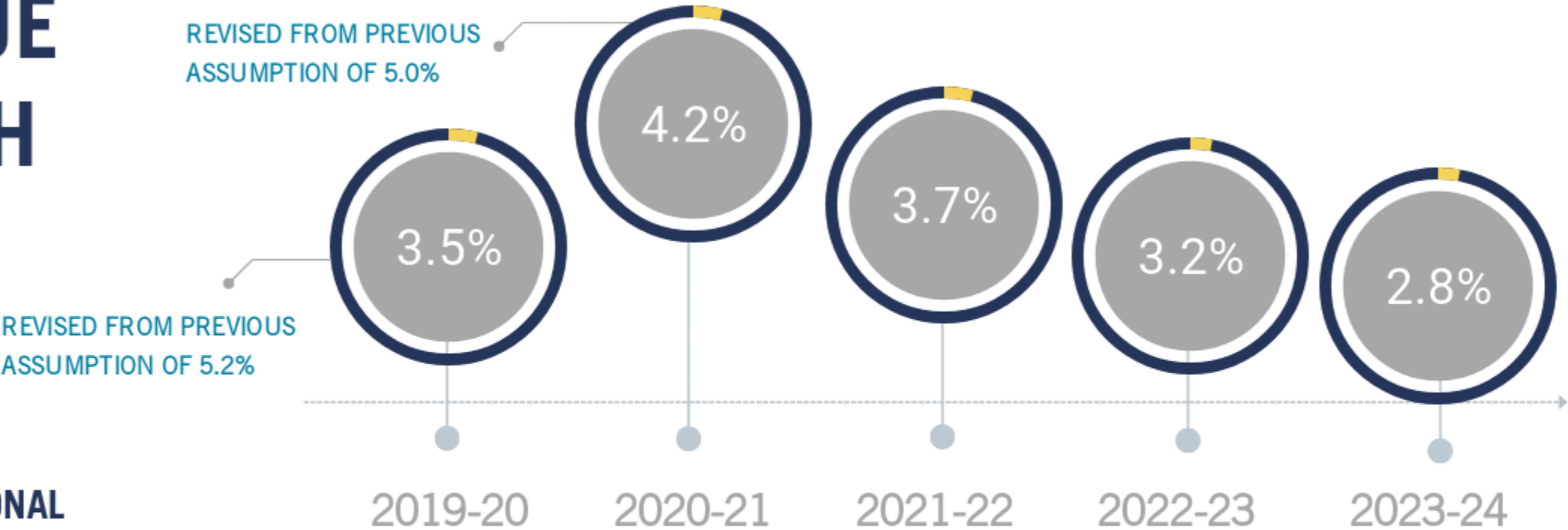
Balanced Budget

\$2.77 BILLION



PROJECTED REVENUE GROWTH RATES

IS OUR REVENUE GROWTH COVERING OUR COSTS?



AVERAGE DIVISIONAL EXPENSE BUDGET INCREASE



3.5%

EVEN THOUGH THE AVERAGE GROWTH RATE IS 3.5%, THERE IS A WIDE RANGE IN BUDGET CHANGES BY DIVISION.



PROVINCIAL TUITION FEE FRAMEWORK



**\$65
MILLION**

**REVENUE LOSS
FROM NEW PROVINCIAL
TUITION FEE
FRAMEWORK**

-10%



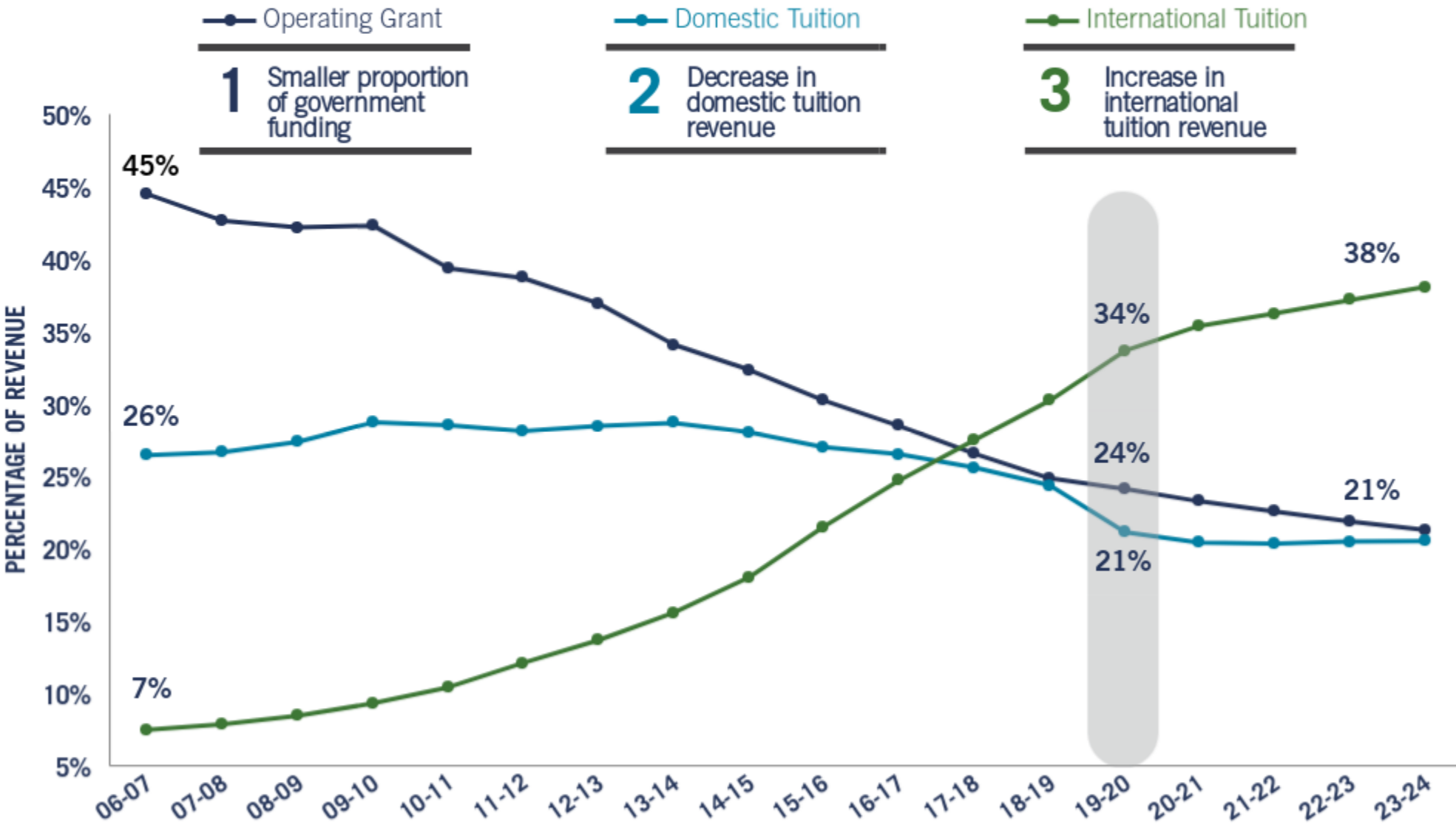
**DOMESTIC TUITION
DECREASE IN
2019-20 FOR ALL
PUBLICLY FUNDED
PROGRAMS**



2020/21

**DOMESTIC TUITION FOR
ALL PROGRAMS WILL
REMAIN UNCHANGED AT
THE 2019/20 RATES**






Change in Sources of Revenue

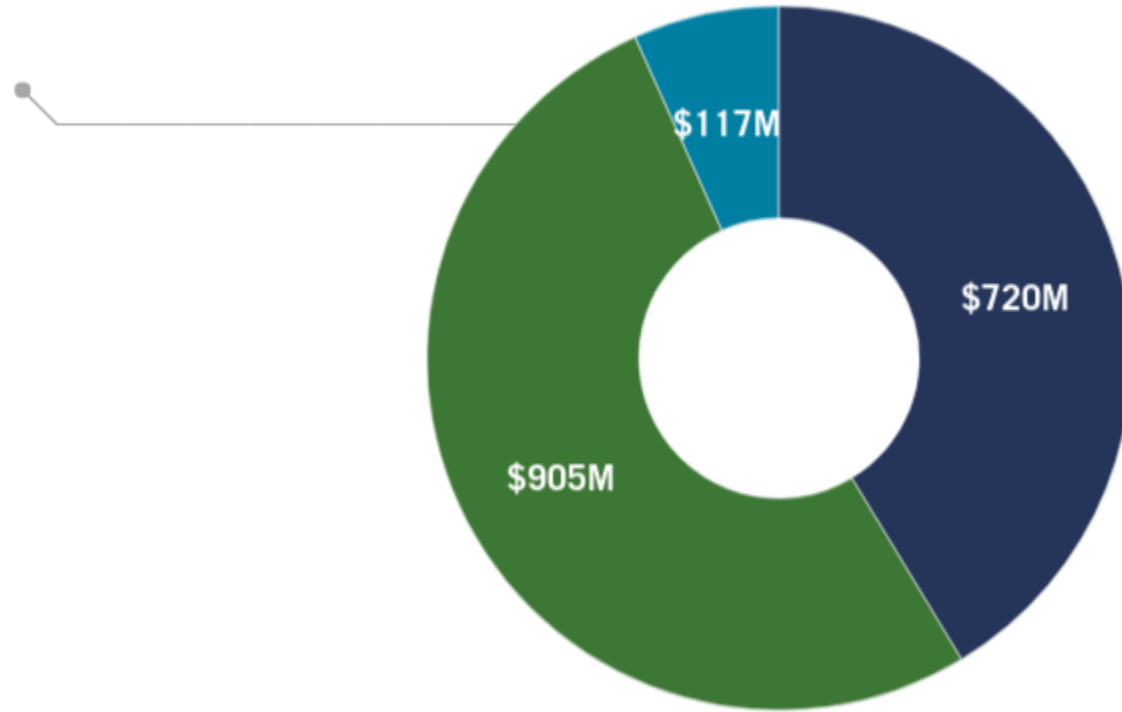


COMPENSATION

2019-20 Compensation Budget
\$1.74 BILLION (estimated)

ACADEMIC COMPENSATION

-  \$734 MILLION
FACULTY & LIBRARIANS
-  \$36 MILLION
SESSIONAL LECTURERS
-  \$68 MILLION
TEACHING ASSISTANTS
-  \$47 MILLION
TEACHING STIPENDS
-  \$20 MILLION
OTHER ACADEMIC



- Staff Compensation \$720M
- Academic Compensation \$905M
- Pension Special Payment \$117M

2018-2019
BUDGET
\$1.64 BILLION
+
2019-2020
BUDGET INCREASE
\$98 MILLION

Students: Affordability, Access & Outcomes



UNDERGRADUATE ENROLMENT RESULTS



FALL 2018

38,579 ● — **ST. GEORGE** — ● 38,697

12,285 ● — **UTM** — ● 12,553

11,156 ● — **UTSC** — ● 11,083

**TOTAL ENROLMENT
2018-19**

62,333

Total undergraduate enrolment including both domestic and international students.

VARIANCE TO PLAN

+ 313 

UNDERGRADUATE ENROLMENT RESULTS

2018-2019

DOMESTIC ENROLMENT VARIANCE TO PLAN



ST GEORGE



UTM



UTSC

OVERALL VARIANCE OF
-0.5%
IN DOMESTIC
ENROLMENT TO
PLAN

INTERNATIONAL ENROLMENT VARIANCE TO PLAN



ST GEORGE



UTM



UTSC

OVERALL VARIANCE OF
3.6%
IN INTERNATIONAL
ENROLMENT TO PLAN

Domestic Undergraduate Enrolment Plan

Overall undergraduate enrolment will **decrease** by just over **TWO PERCENT** by the 2023-2024 academic year to a total undergraduate population of 45,854.



0.0 %

UTM
+2

5.1 %

ST. GEORGE
-1485

5.4 %

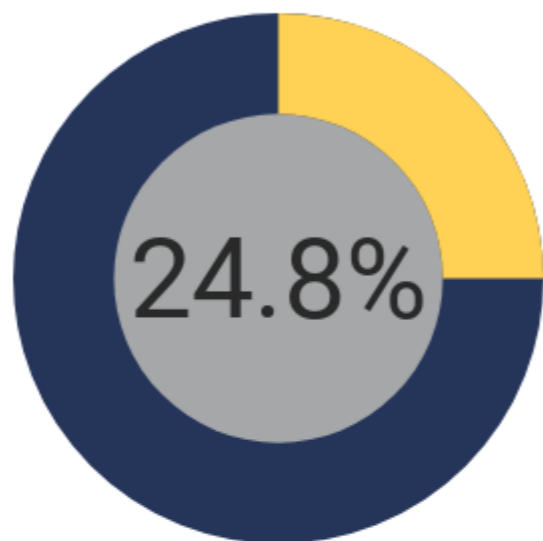
UTSC
+457

2018 - 2023

PLANNED INTERNATIONAL SHARE
OF TOTAL

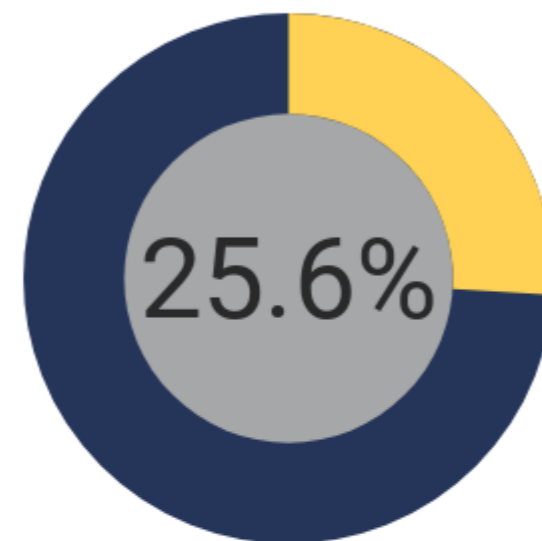
UNDERGRADUATE

ENROLMENT



2018-2019

Total international
student FTE is
15,452



2023-2024

Planned international
student FTE will
increase to
15,772

UTM UNDERGRADUATE INTAKE

	2018-19 Actual	2019-20 Plan	2019-20 % Int'l
Domestic	2,648	2,662	69.3%
International	1,285	1,180	30.7%
Total	3,933	3,842	

CHANGES TO OSAP

1

INCOME THRESHOLD REDUCTION

Family income to qualify for OSAP grants expected to be less than \$140,000

2

NEW DEFINITION OF DEPENDENT STUDENT

Students will still be considered dependent until 6 years after leaving high school.

3

PARENTAL CONTRIBUTION INCREASE

Expected contributions will return back to the 2017-18 amounts.

4

ELIMINATION OF THE INTEREST FREE GRACE PERIOD

The 6 month grace period will no longer be interest free.



UofT's COMMITMENT TO FINANCIAL AID REMAINS

The university spends more than required under the Student Access Guarantee (SAG) and is committed to ensure that:

"No student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means."

U OF T GRADUATE REPUTATION & EMPLOYABILITY



OF STUDENTS WHO GRADUATE FROM THE UNIVERSITY OF TORONTO FOUND EMPLOYMENT WITHIN
6 MONTHS OF GRADUATION



OF STUDENTS WHO GRADUATE FROM THE UNIVERSITY OF TORONTO FOUND EMPLOYMENT WITHIN
2 YEARS OF GRADUATION



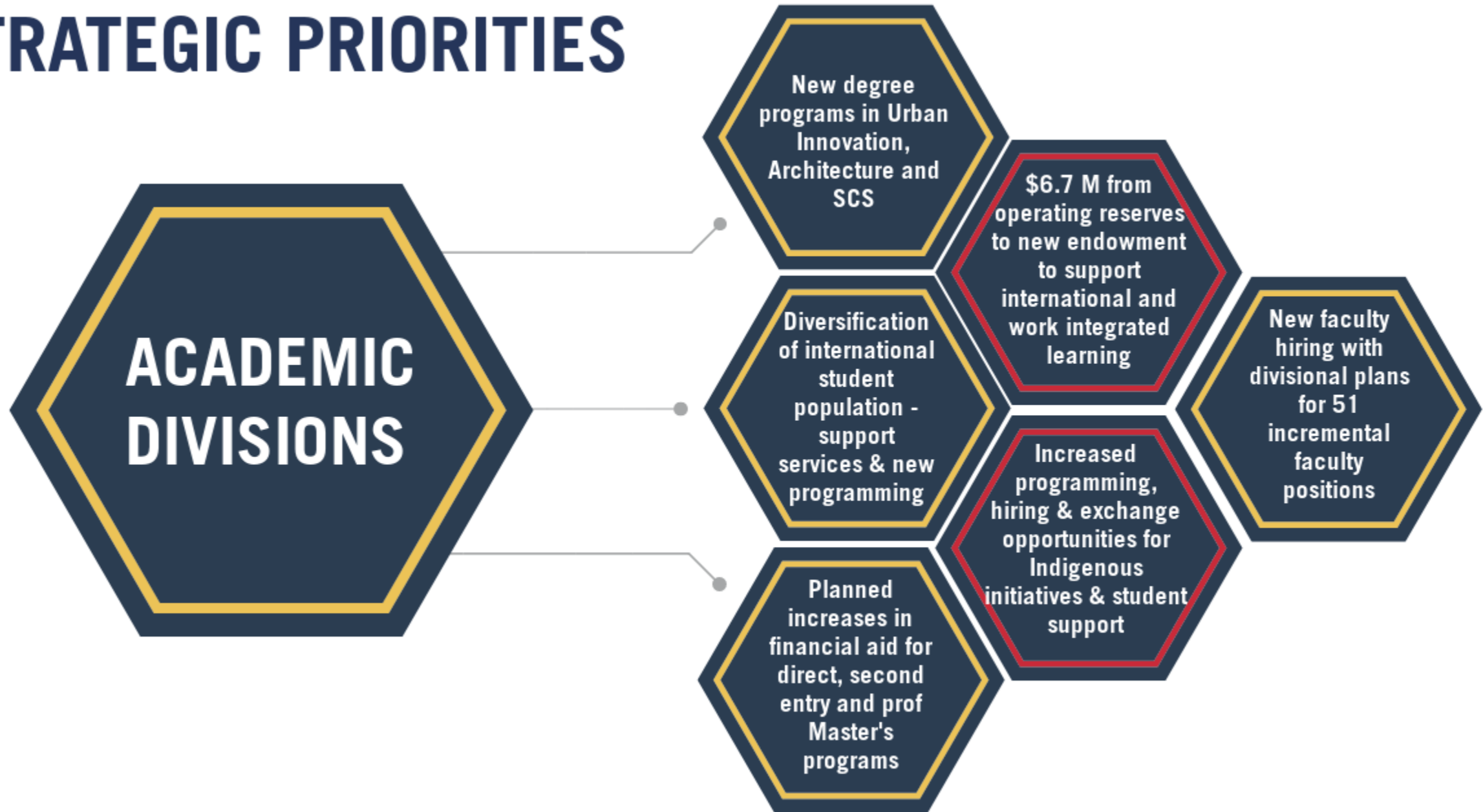
RATE OF DEFAULT ON OSAP LOANS
BY STUDENTS WHO HAVE GRADUATED FROM UOFT SINCE 2012

*based on Common University Data Ontario Employability Report (CUDO) (2017-18)

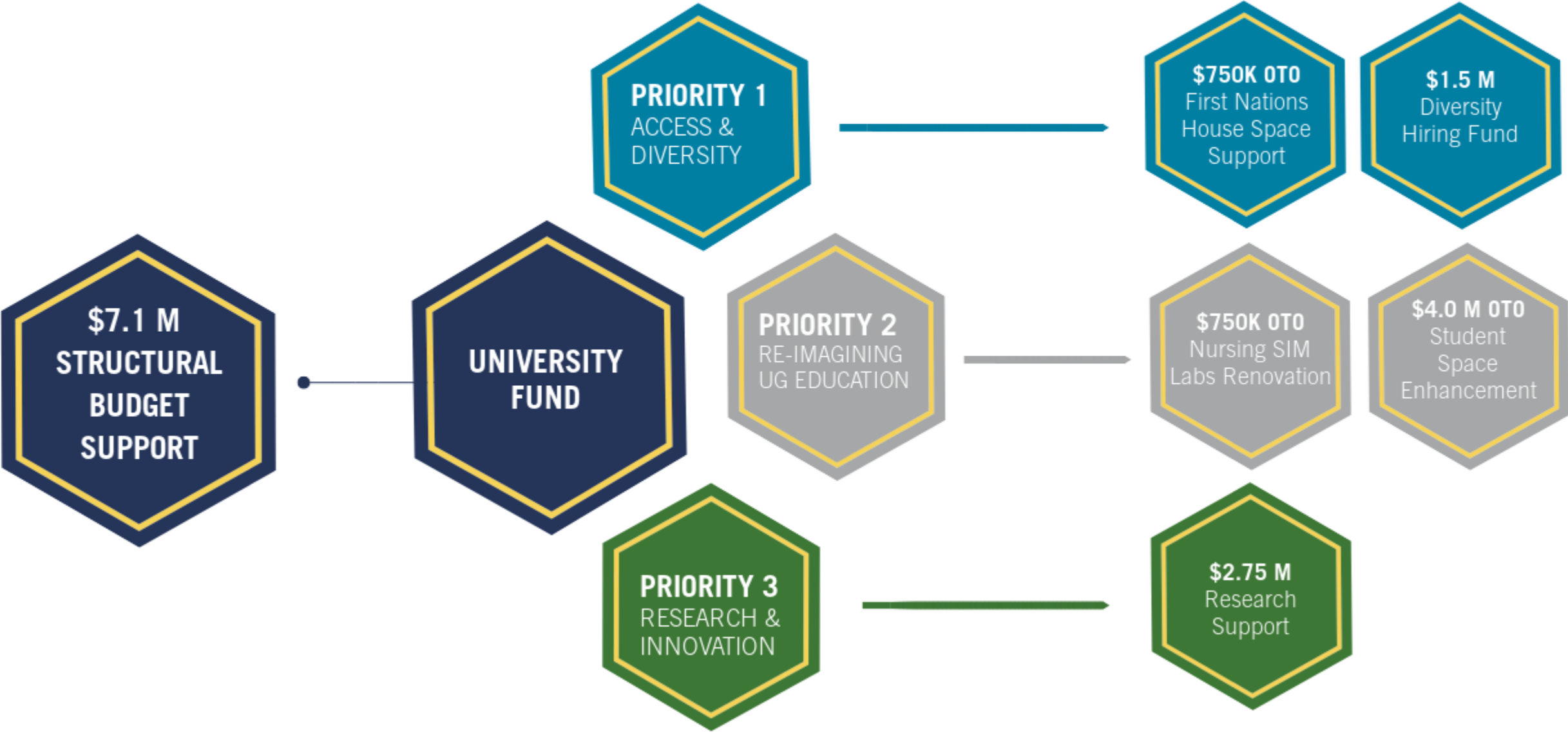
Priority Investments



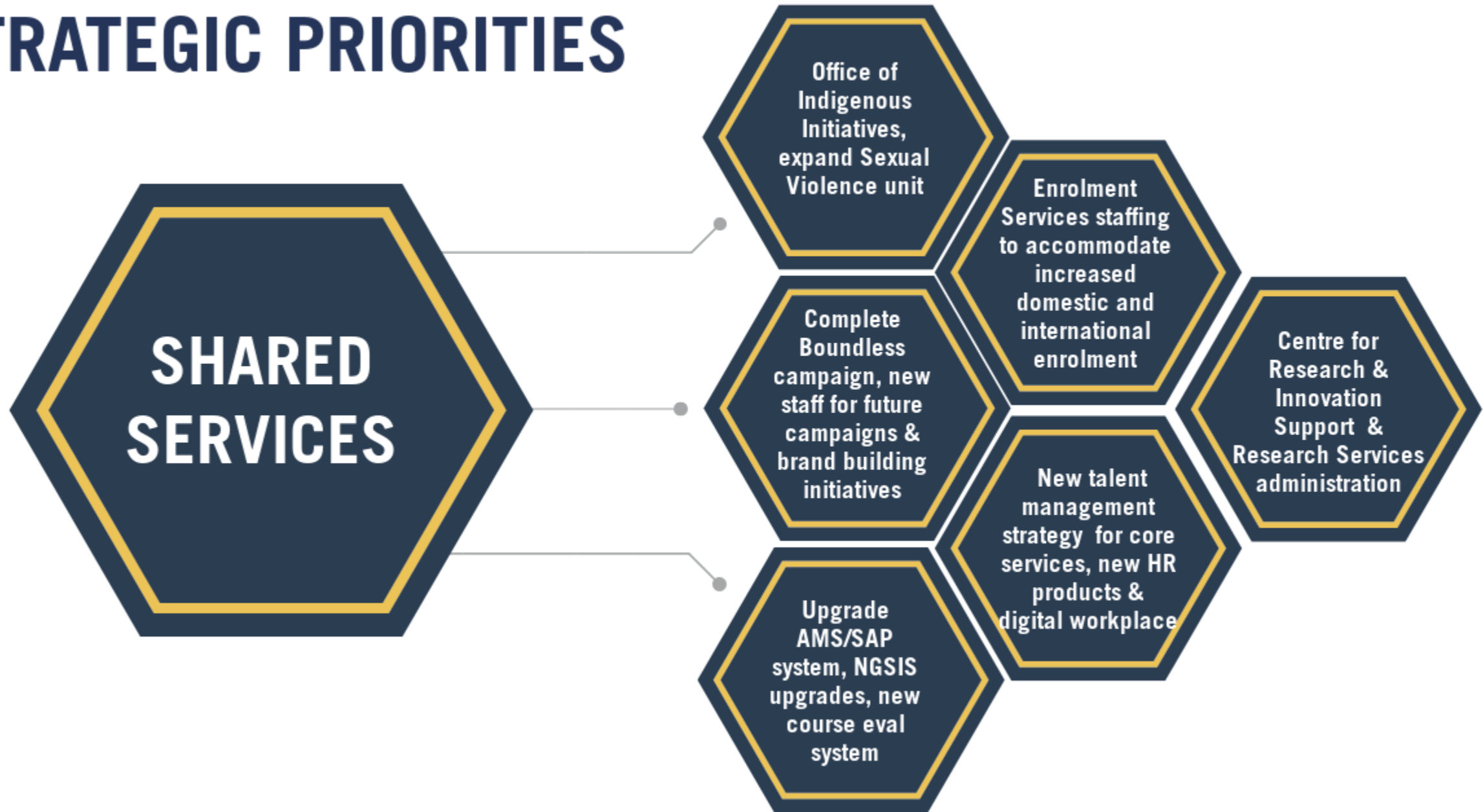
STRATEGIC PRIORITIES



UNIVERSITY FUND: STRATEGIC PRIORITIES

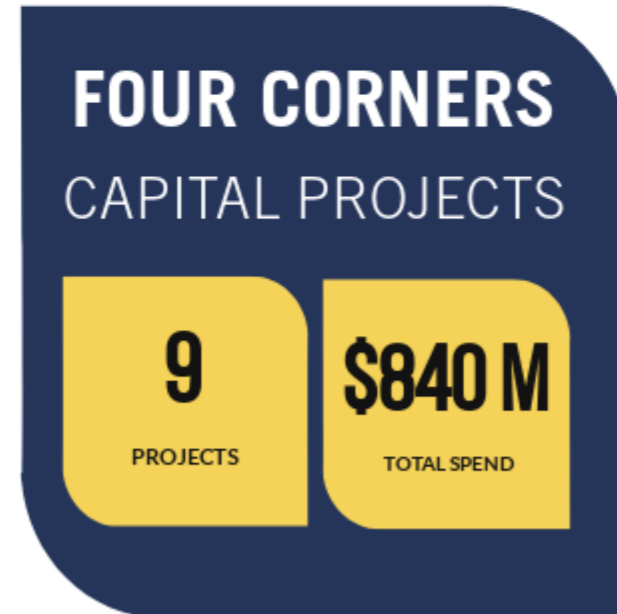
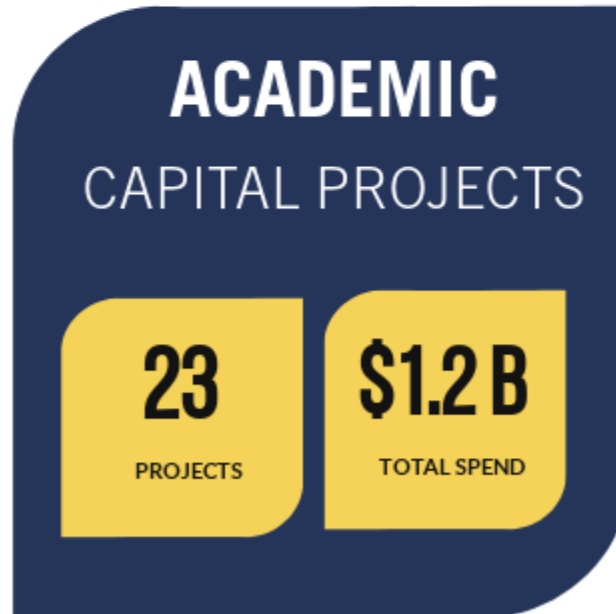


STRATEGIC PRIORITIES



CAPITAL PROJECTS & PLANNED INVESTMENTS

(5 YEAR PROJECTION)

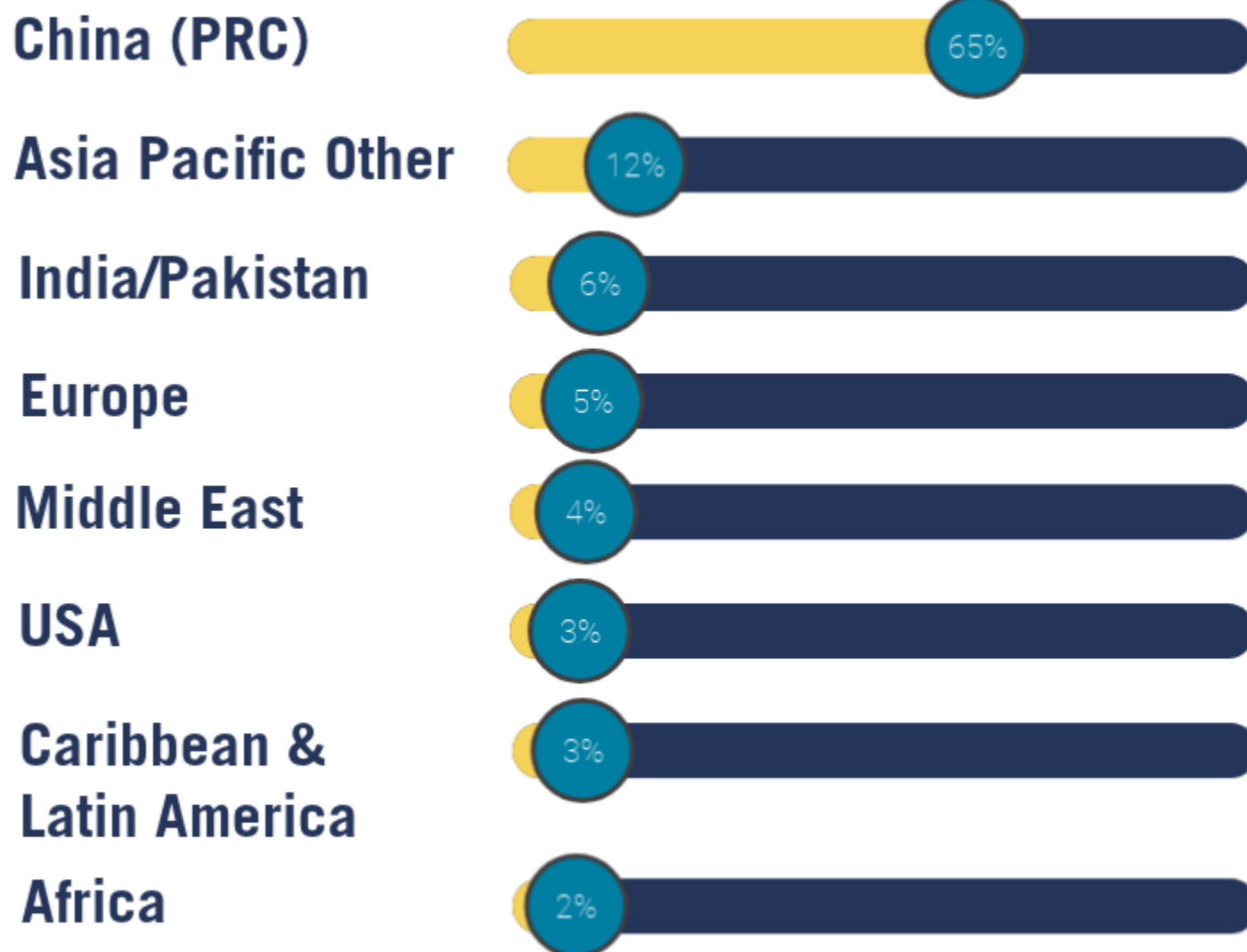


Risk



International Students by Geographic Region

FALL 2018
TOTAL ENROLMENT



PENSION PLAN DEFICIT



Provincial pension framework: going concern deficit payments over 10 years, and solvency deficit payments if funded status is $< 85\%$.



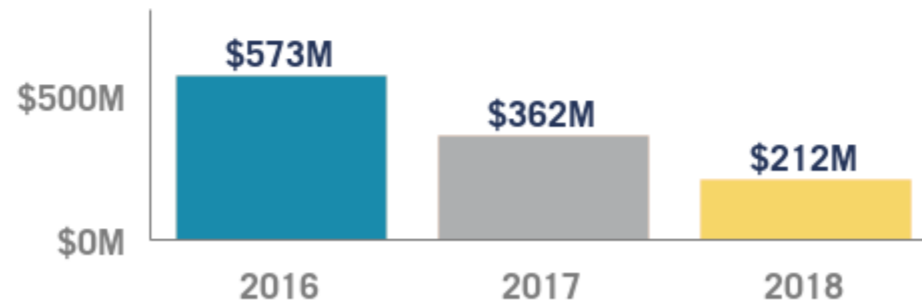
Placeholder for future deficit payments: pension special payments budget will increase to \$137 million per year by 2023-24.



Sensitivity: changing the solvency discount rate by $\pm 1\%$ could decrease the solvency deficit by \$723M or increase it by \$967M

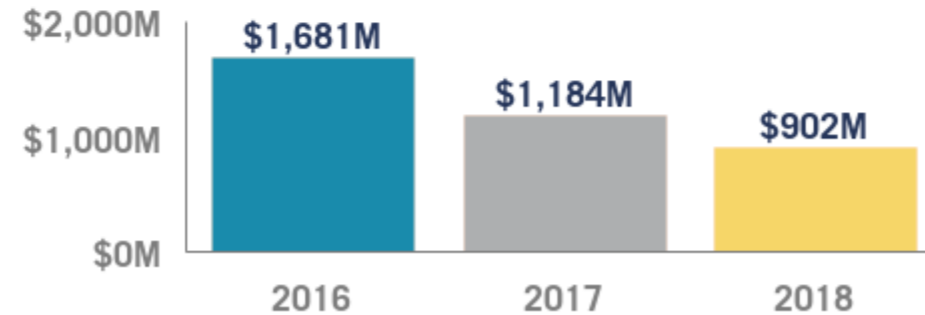
Going Concern Deficit

2016-2018

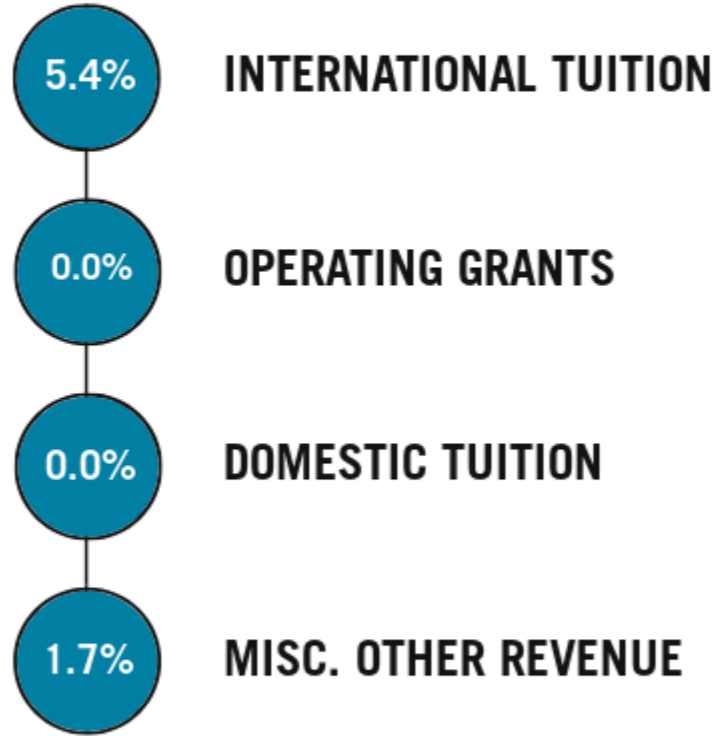


Solvency Deficit

2016-2018



WEIGHTED AVERAGE INCREASE
IN REVENUE AT STEADY STATE



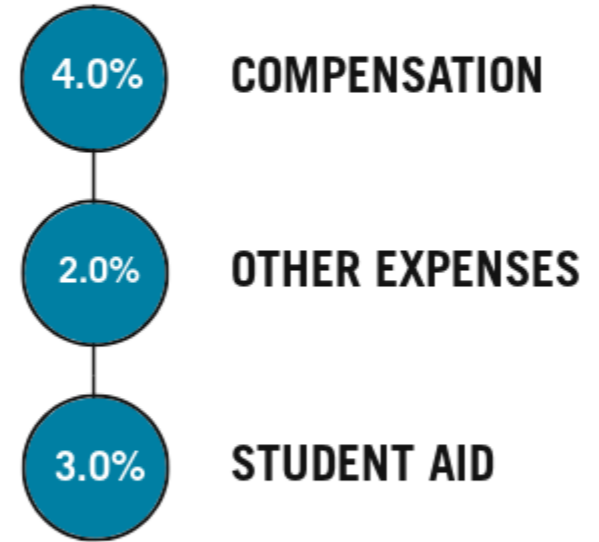
2.2%



The total annual gap
by which expense
growth exceeds
revenue growth in
steady state.

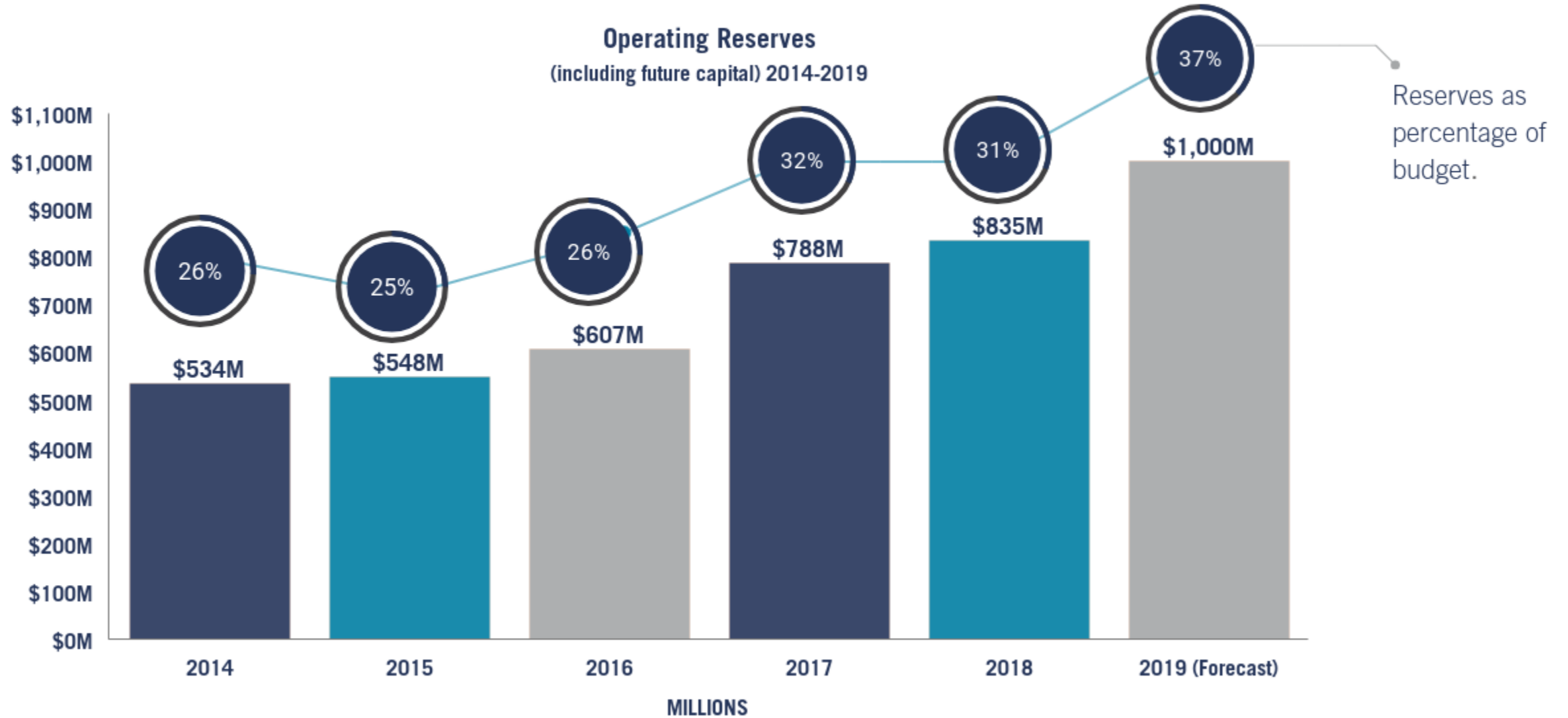
1.1%

WEIGHTED AVERAGE INCREASE
IN EXPENSE AT STEADY STATE



3.3%

OPERATING RESERVES



BUDGET SUMMARY



ENROLMENT & REVENUE

Modest increases for enrolment, maintaining international enrolment at 26%. Overall revenue increase 3.5%



ACADEMIC DIVISIONS

Divisions will evaluate resources and reduce or delay hiring, new staffing, capital projects if needed.



RESEARCH FUNDING

Significant new funding, including new CRCs and \$5.6M for indirect costs of research.



COMPENSATION & NEW INITIATIVES

Will be constrained within the provincial context, investment will be in technologies to maintain services.



STUDENT AID

Cuts to domestic tuition will reduce demand on the UTAPS program - financial aid commitment remains.



UNIVERSITY FUND

Structural budget support, equity and diversity, student spaces & research support.